



COMMITTEE UPDATE REPORT/ ADRODDIAD DIWEDDARU'R PWYLLGOR – STRATEGY AND PLANNING COMMITTEE

Date of last meeting/ Dyddiad y cyfarfod diwethaf: 20 August 2026

Quoracy/ Cworwm: Met

Report by/ Adroddiad gan: Mr Winston Weir, Chair

KEY DISCUSSION POINTS AND MATTERS FROM THE DISCUSSION AT THE MEETING/ PWYNTIAU TRAFOD ALLWEDDOL A MATERION I'W HUWCHGYFEIRIO O'R DRAFODAETH YN Y CYFARFOD:

Alert¹ (may require discussion)/ **Rhybuddio** (efallai y bydd angen trafodaeth)

The Strategy and Planning Committee wish to **alert** members of the Board that:

- The **Assurance and Risk Report** provided assurance regarding the management of corporate risks and associated assurance processes. However, concerns remain regarding the volume and age of overdue external recommendations, together with the pace of implementation and the apparent organisational tolerance of prolonged delays. A significant number of recommendations have exceeded their agreed implementation dates, with delivery affected by factors including estate constraints, system dependencies and other operational challenges.

Executive-led reviews are underway to determine whether outstanding recommendations remain achievable, require revision, or should be formally closed through the appropriate governance processes. Whilst this work is welcomed, it has highlighted the need to strengthen accountability, oversight and timely escalation where implementation is off track. The Board is requested to acknowledge the position and consider the organisation's response to external recommendations, together with the actions required to improve the timely implementation of audit recommendations, strengthen assurance and support sustained improvement in compliance and recommendation closure rates across the organisation.

Advise² (to monitor)/ **Cynghori** (i fonitro)

The Strategy and Planning Committee wish to **advise** members of the Board that:

- As outlined in the **Capital Programme Update for 2026/27 and Capital Governance Update Report**, assurance was received that the Capital Programme remains on track, although expenditure is heavily weighted towards year-end delivery and the reduced capital contingency (c.£332k) limits flexibility to manage unforeseen pressures. The Board is advised of key areas requiring ongoing management, which include fire safety training compliance and capital pressures associated with the replacement of ageing medical devices and

¹ There is a lack of confidence that any action in place is sufficient to address the issue satisfactorily and/or within the scope of the operational team or executive to resolve. Engagement, action or intervention required.

² There are areas of concern where assurance has been taken on actions in place but requires close monitoring. An early warning of an emerging and potentially serious concern.

equipment, particularly COVID-19-era assets reaching the end of warranty and manufacturer support.

The Board has approved HDdUHB's capital allocation and programme of work, which requires the Health Board to enter into works and construction contracts, some of which need to be executed under seal: Annex 1 (attached).

- While assurance was received from the **Annual Plan Progress Report** that recovery trajectories are being developed across key service areas and that proposals to strengthen performance monitoring arrangements are progressing, a number of enabling actions remain subject to revised delivery timescales. A consistent organisation-wide action and performance tracking methodology will therefore be developed to strengthen accountability, performance management and assurance across all Committees.
- Since the last **Targeted Intervention Update in June 2026**, an assessment of the organisation's position has identified both areas of progress and ongoing challenge, highlighting the need for a more coordinated Executive response following Quarter 1. Whilst assurance can be provided regarding the governance and development of the Clinical Services Plan (CSP), which remains a key element of the organisation's improvement agenda, progress has not yet reached the stage of implementation, and delivery of the programme and its anticipated benefits and outcomes. The report provided an accurate reflection of the Health Board's current escalation position; however, did not provide assurance that sufficient progress is being made against the criteria relevant to the Committee for oversight. No criteria have met the threshold for de-escalation during the current cycle, with Criterion 8 escalating from 'Advise' to 'Alert'. The position reinforces the need to accelerate implementation, strengthen delivery arrangements and ensure sustained Executive focus on those areas where progress remains insufficient to support de-escalation from the Targeted Intervention framework.

Assure³ (to note)/ Sicrhau (i nodi)

The Strategy and Planning Committee wish to **assure** members of the Board that:

- As evidenced in the **Committee Self-Assessment 6 Month Update** report, meaningful progress has been made in delivering the actions arising from the Committee Effectiveness Review and Self-Assessment, including improvements in the triangulation of workforce, finance, performance and risk information; and the provision of more integrated reporting. Planning processes are becoming increasingly aligned and supported by additional service planning capacity, while earlier Committee engagement in strategy development has strengthened the quality of planning outputs.
- Since the last **Planning Goal 3: '20Four7' Population Health** update, good progress has been made in implementing the population health model, with governance arrangements now largely in place and the programme developing into a more defined delivery framework aligned with the Community by Design approach.

³ There is confidence that actions are robust and will be sufficient to address the issue or generally operating effectively. Routine monitoring.

- The **Vaccination Programme for Prevention and Response Plan - Progress Update, Key Priorities and Delivery Plan** indicated encouraging improvements in seasonal influenza and COVID-19 vaccination uptake over the last two years and that planning for the forthcoming campaign was well advanced, with lessons learned incorporated and engagement underway with primary care partners.
- Demonstrating strong alignment with Public Services Board (PSB) priorities, the **Wellbeing of Future Generations Annual Report 2025-2026** confirmed that Hywel Dda University Health Board (HDdUHB) continues to discharge its responsibilities under the Well-being of Future Generations (Wales) Act, with evidence of effective collaboration across the organisation and with partner agencies to embed the five ways of working into strategic planning and service delivery.
- Assurance was received regarding the strategic direction set out in the **Transport and Accessibility Plan** which aims to support the delivery of the 'A Healthier Mid and West Wales' (AHMWW) strategy, enhance access to healthcare services, and strengthen collaborative working across the wider transport network. The Strategy has been shaped by stakeholder engagement, national policy priorities and existing initiatives, including the development of the Transport Health Connect service.
- The '**A Healthier Mid and West Wales' Strategy Update** indicated positive progress with clear strategic objectives, outcomes and milestones being developed and integrated into existing Annual Plan and Integrated Medium Term Plan (IMTP) processes. This approach will support delivery of long-term transformation priorities while avoiding duplication and embedding implementation within core organisational planning arrangements.
- As outlined in the **Planning Goal 8: Fit for Purpose, Modern Facilities and Services** update, advancement across a broad portfolio of estate, infrastructure, decarbonisation and capital development initiatives continues, supporting delivery of AHMWW. Most workstreams remain on track and constructive engagement with Welsh Government (WG) is ongoing in relation to the Programme Business Case Addendum, although further progress is dependent on receipt of formal feedback. While some delays remain outside the Health Board's direct control, appropriate oversight and planning arrangements are in place to support delivery of the programme's short-, medium- and long-term objectives.
- The revised **Pharmaceutical Needs Assessment** has been completed in line with statutory requirements and informed by stakeholder and public consultation, providing a valuable evidence base for understanding population needs and pharmaceutical service provision across the Health Board area,
- The **Strategic Commissioning Report: Bi-annual Update** provided assurance that strategic commissioning arrangements are being effectively managed, with strengthened oversight of service quality, outcomes and financial risks. Progress was noted in improving performance reporting and developing recovery plans for Dual Energy X-Ray Absorptiometry (DXA) services, alongside ongoing work to secure value for money through contract and tariff reviews. Ongoing challenges relating to DXA capacity, Local Transfer Agreement (LTA) rebasing and specialist immunology services continue to be actively monitored and managed through established governance arrangements.

Review of Risks/ Adolygiad o Risgiau

The Committee reviewed the corporate risks which are aligned to it. As part of its review, the Committee considered the status of each risk and the current score of each risk and noted concerns regarding management of overdue audit recommendations as referenced in the Alerts section of this report.

Sharing of learning/ Rhannu dysgu

Not Applicable

Recommendation/ Argymhelliad

The Board is asked to:

- **Approve** the Vaccination Programme for Prevention and Response Plan - Progress Update, Key Priorities and Delivery Plan (separate agenda item)
- **Approve** the Wellbeing of Future Generations Annual Report 2025-2026 (separate agenda item)
- **Approve** application of the seal for all schemes listed in Annex 1
- **Approve** the Transport and Accessibility Plan (separate agenda item)
- **Approve** the Pharmaceutical Needs Assessment (separate agenda item)
- **Respond** to the items that they are being alerted to
- **Note** the items the Committee is advising them of
- **Take assurance** from the items that the Committee is providing assurance on

Date of next meeting/ Dyddiad y cyfarfod nesaf: 2 November 2026.

Agenda, papers and minutes are available on our website/ Mae agenda, papurau a chofnodion ar gael ar ein gwefan: [Strategy and Planning Committee \(SPC\) - Hywel Dda University Health Board](#).

Potential Contracts requiring the use of the UHB Seal						
Project Name	Site	Funding Source	Supplier	Contract sealing date	Start on Site	
Phase 2 Fire Works	WGH	AWCP	TR Jones	October (end)	December / January	
Phase 2 Fire Works	GGH	AWCP	to be added when known	to be added when known	to be added when known	
Flouroscopy Room	WGH	AWCP	TR Jones		24/02/2025	30/11/2026
Provision 2nd generator at Glangwili Site	GGH	WG - TEF	TR Jones		24/02/2026	07/12/2026
Provision 2nd generator at Wittybush	WGH	WG - TEF	TR Jones		24/02/2026	15/02/2027
Provision 2nd generator at Prince Philip	PPH	WG - TEF	TR Jones		16/07/2026	12/02/2027
AHU Refurbishment Works all sites		WG - TEF	TR Jones	to be added when known	to be added when known	
Replacement & upgrades to passenger lifts		WG - TEF	Otis	to be added when known	to be added when known	
Glangwili Roof related projects	GGH	WG - TEF	TR Jones		23/12/2025	12/01/2026
South Pembrokeshire roof related project Combined with scheme above	SPH	WG - TEF	Edmunds Webster	to be added when known	to be added when known	
PPH IPS UPS Installation (Project Cancelled)	PPH	WG - TEF	Weavers	to be added when known	to be added when known	
Theatre Lights upgrade		WG - TEF	Lewis Construction	to be added when known	to be added when known	
Chiller replacement ITU	WGH	WG - TEF	Edmunds Webster		12/11/2025	08/12/2025
LV Electrical Infrastructure		WG - TEF	TR Jones	to be added when known	to be added when known	
Chiller refurbishment	PPH	WG - TEF	Weavers		24/02/2026	02/03/2026
Replacement Fire dampers PPH	PPH	WG - TEF	Weavers	to be added when known	Anticipated 12/10/26	
Cause and effect upgrade programme		WG - TEF	TR Jones	to be added when known	to be added when known	
Replacement programme obsolete fire alarms and detection system		WG - TEF	Lewis Construction	to be added when known	to be added when known	
Ty Bryn Scheme	HD	WG - TEF	Lewis Construction		20/05/2026	06/07/2026
S136 Adult and Young Person Stepdown Carmarthen	HD	WG - TEF	Lewis Construction		23/04/2026	01/06/2026
St Non's Point of Ligature		WG - TEF	Lewis Construction		12/01/2026	09/02/2026
Private Wire Solar Farm enabling works	PPH	WG - TEF	to be added when known	to be added when known	to be added when known	
Phased replacement of single glazed windows		WG - TEF	Lewis Construction		20/08/2026	14/09/2026
Electrical vehicles Charging Points	GGH & PPH	WG - TEF	TR Jones			23/11/2026
Replacement Surgical Instrument Washers	GGH	WG - TEF	to be added when known	to be added when known	to be added when known	
Replacement endoscope washers and centralisation into HSDU	BGH	WG - TEF	Edmunds Webster		21/01/2026	26/01/2026
Low Voltage Breaker replacements	GGH & PPH	WG - TEF	to be added when known	to be added when known	to be added when known	
Picton Terrace	Picton Terrace	AWCP	TR Jones		21/05/2025	27/05/2025
Sensory Garden	PPH	Charitable Funds	TR Jones		05/02/2026	23/02/2026
Aseptic Project	WGH	AWCP	Lewis Construction		04/11/2025	17/11/2025
Fire Doors	AVH/PPH		Lewis Construction	to be added when known	to be added when known	
Morlais Ward inc Fire Doors	GGH		Edmunds Webster	to be added when known	to be added when known	
Concrete Cladding Remedial Works	WGH		Lewis Construction		24/02/2026	25/08/2025
Cwm Seren Fire Doors	Cwm Seren	WG - TEF	John Weaver		22/01/2025	30/06/2025
Point of Ligature Works MH bedrooms (TEF Cwm Seren)	Multiple Sites	WG - TEF	Lewis Construction		12/11/2025	24/11/2025
Fire Doors	Multiple Sites		to be added when known	to be added when known	to be added when known	
St Brynach Day Hospital Roof Replacement	WGH	WG - TEF	to be added when known	to be added when known	to be added when known	
Gamma Camera Upgrade patient experience (Nuclear Medicine) - Section 2 National Imaging Programme	WGH	Diagnostic	Lewis Construction	to be added when known	02/03/2025	
GGH Front Door	GGH	AWCP	John Weaver		12/11/2025	17/11/2025
MRI Upgrade in Glangwili - Section 1 National Imaging Programme	GGH	Diagnostic	Lewis Construction	to be added when known	to be added when known	
Chiller Works	PPH	WG - TEF	Weavers	to be added when known	to be added when known	
Works to residences	WGH	DCP	to be added when known	to be added when known	to be added when known	
Works to residences	PPH	DCP	to be added when known	to be added when known	to be added when known	
Dinefwr Ward Works	GGH	DCP	Lewis Construction		15/01/2026	02/02/2026
Boiler Replacement	SPH	DCP	to be added when known	to be added when known	to be added when known	
Mains gas works	WGH	DCP	to be added when known	to be added when known	to be added when known	
Chiller Works	BGH	DCP	to be added when known	to be added when known	to be added when known	
LTHW Heating Boiler, Prince Philip General Hospital & Low-Pressure Hot Water (LPHW), Glangwili General Hospital	PPH/GGH	TBC	to be added when known	to be added when known	to be added when known	
Dexa Scanner BGH	BGH	TBC	to be added when known	to be added when known	to be added when known	
Body Storage BGH	BGH	DCP	to be added when known	to be added when known	to be added when known	
Nurse Call Denwen	GGH	DCP	to be added when known	to be added when known	to be added when known	
Chiller Works	GGH	DCP	to be added when known	to be added when known	to be added when known	
Energy Performance Contract	Multiple Sites	programme	Vital Energi		10/12/2025	Mar-26
MIIP Survey Investigations for Workstream 1 Projects	Multiple Sites	WG - MIIP Fees	Lewis Construction	TBC	TBC	
Microbiology	WGH	DCP	Lewis Construction	to be added when known	to be added when known	
Bandi Project	TBC	IRCF	to be added when known	to be added when known	to be added when known	
Cross Hands Health and Wellbeing Centre	Cross Hands	IRCF & AWCP	to be added when known	to be added when known	to be added when known	
Fishguard Health and Wellbeing Centre	TBC	IRCF	to be added when known	to be added when known	to be added when known	
Fire Precaution - BGH - Contractor	BGH	AWCP	to be added when known	to be added when known	to be added when known	
Fire Precaution - BGH - Project Manager	BGH	AWCP	to be added when known	to be added when known	to be added when known	
Fire Precaution - BGH - Cost Advisor	BGH	AWCP	to be added when known	to be added when known	to be added when known	
MIIP Water Tower - PPH	PPH	AWCP	to be added when known	to be added when known	to be added when known	
MIIP PPH H/V/LV	PPH	AWCP	to be added when known	to be added when known	to be added when known	
MIIP WGH Roof	WGH	AWCP	to be added when known	to be added when known	to be added when known	
SDEC - Puffin Ward	WGH	DCP	TR Jones	to be added when known	to be added when known	
Paediatric Consultation changes	WGH	DCP	to be added when known	to be added when known	to be added when known	
AVH Wellness and Patient Focus Garden	AVH	Charitable Funds	TRJ	to be added when known	to be added when known	
MH Funded Projects - Canolfan Gwili, ECT & St Carradogs	GGH/HD/WGH	WG	Lewis Construction			30/11/2026
IPC Sluice Rooms at PPH	PPH	DCP	John Weaver	to be added when known	01/02/2026	
MIU PPH	PPH	TBC	to be added when known		to be added when known	
Water Chiller Renal Unit WGH	WGH	DCP	Edmunds Webster	to be added when known	to be added when known	
Water Damage & repairs to Solva Surgery	Solva GP Surgery	DCP	Edmunds Webster	to be added when known	to be added when known	